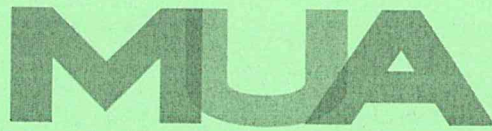


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POST GRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP

MML 5204: CRISIS MANAGEMENT

DATE: 4TH AUGUST 2016

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. Write all your answers in the Examination answer booklet provided

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

#BOYCOTTBROWNS

Yesterday afternoon, an online friend of mine, Richard Hall, brought a rising social media crisis to my attention: #BoycottBrowns. With tweets coming in by the minute, 82,000+ Facebook group members boycotting the bar, and people showing distaste and utter bewilderment across the social media board, Browns Independent Bar, in Coventry, England, was sure wishing they hadn't turned away those grieving soldiers earlier this week...

Yup, you heard me! Apparently this little bar in Coventry has a policy where they do not serve men and women in uniform. This bewildering policy came to light when soldiers in uniform, pall bearers at the funeral of their friend and brother, Corporal Michael Thacker, a soldier who died in Afghanistan on June 1st, entered the bar looking for a warm beverage before the funeral. Imagine their astonishment when they were denied entrance because the bar had this policy of not serving anyone in uniform. Imagine the world's astonishment when the news came out, or better yet, witness the world's astonishment and disgust on Twitter, where #BoycottBrowns has been trending for days; and Facebook, where 82,000+ people have joined the "Boycott Browns in Coventry" group.

It's an emotional and irrational situation that immediately sprung to social media and formed a heavy and real-time crisis for this little, corner bar. Because it's an emotional and irrational issue (the 'irrational' is to the policy itself), I was interested to see how the owner of this bar, the one who put this policy in place in the first place, was responding to all of the negative press he's been receiving. Once I saw his response it was clear to me: this blog post needed to be titled "Take a Cue from Browns: How NOT to respond to a social media crisis"!

Required:

- a. Analyse the role of leadership and its impact in ending the crisis as depicted in the case above. (10 marks)

- b. As per the crisis Theory , there is the dictum that 'the phase interventions are the mitigators to crisis', clearly show forth how these are applied. (9 marks)
- c. Identify the main phases of a crisis and activities of each phase (6 marks)

QUESTION TWO

- a. Evaluate the Sources and characteristics of firm crisis (8 marks)
- b. Describe the main elements of the Business Continuity Plan (BCP). (7 marks)

QUESTION THREE

- a. Explain the process of risk assessment model application in a crisis situation (8 marks)
- b.. Critically describe the term Crisis Communication bearing in mind its role in a crisis. (7 marks)

QUESTION FOUR

- a) Identify and Discuss the six phases of crisis management bearing in mind the activities of each phase. (9 marks)
- b) Using relevant examples explain the crisis life'cirle as depicted in the case given. (6 marks)

